

Case Study of Monzo Banking.

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Introduction.

Within the dynamic and hastily changing landscape of the economic enterprise, banking institutions continuously face the venture of adapting their management and organisational strategies to meet evolving marketplace demands. This case examines pursuits to delve into the compelling instance of Monzo, a fintech disruptor that has redefined conventional banking practices. By studying Monzo's control and organisational strategies, we can gain treasured insights into the important factors behind their fulfilment and draw significant conclusions applicable to the broader banking region.

Organisational Culture.

According to Woffindin(2022) Organisational culture is the term referring to the collective values, attitudes, values and behaviours that mould the joint persona and working atmosphere within an organisation. Using Wong's(2023) views on organisational culture focussing on improving organisational culture can lead to improved performance within the company and allow it to stay competitive within their field as staff are more encouraged to perform to the best of their ability as they feel the company embraces them and has aligned views and goals. In terms of organisational culture evaluation models there are quite a few but for this case study we will be using the Schein's Three Levels of Culture (1992), another good model to use is the Denison Organisational Culture Model (1990) but this model focuses more on the business success and growth rather than the culture of it's staff and improving moral where as Schein's model allows different cultural differences to impact it's view and create a strategy around differences rather moulding staff into a template worker.

By using Schein's three Levels of Culture, Monzo is able to attain great insights into its strengths in terms of culture and areas on which it can improve upon. If Monzo uses these insights on how to improve the culture within the workplace they can expect to see enhanced staff morale, greater performance and sustained competitiveness within the dynamic fintech landscape.

Schein's Three Levels of Culture (1992).

Within Schein's model there are 3 levels of evaluation hence the name, these are Artefacts, Values and Basic Assumptions. These 3 elements combined create a businesses organisational culture. Using these 3 levels we can analyse the organisational culture of monzo banking and how each level can be applied:

Artefacts (Observable Level).

Artefacts are observable signs of an organisational culture. These are the most superficial indicator of what an organisation's culture is. Artefacts can include things like dress-codes, job-titles and the design of the workplace as stated in the article Edgar Schein's Organizational Culture Triangle: A Simple Summary(2019).

Looking at Monzo they use a distinctive hot coral-coloured logo with a styled "M" as their logo which connotes to the company being modern and friendly. Monzo also has a google esc design when it comes to the working environment to try and create a more relaxed environment for its staff to think clearly without feeling as if they are being constrained and watched the whole time they are working, which in turn shows that Monzo has a vision of employee satisfaction to achieve its goals.

Values (Espoused Level).

Espoused values are the elements the company states about its organisational culture and its ways of working. These are more profound indicators and levers of culture than the artefacts but this is more superficial when compared to the underlying beliefs. These values are composed of elements such as team contracts, organisational values and behaviours, company or employee charters and vision/mission statements.

One of the values that Monzo focuses on is a customer first approach, putting the needs and interests of its customers at the forefront of everything they perform, with a focus on providing superior customer service and user-friendly banking experiences, this is backed by Monzo's mission statement "At Monzo our mission is to make money work for everyone. That's why we've built new ways to support people who need some extra help to understand and control their finances. We've focused on supporting our customers' needs, as well as making our app as accessible as possible" Monzo(no date)

Monzo also has a strong view on financial inclusion making sure that their customer base is vastly diverse and do not follow the trend of traditional banks excluding certain members of society from opening an account with their business due to their situation.

Shared Beliefs and Assumptions (Deep Level).

The underlying beliefs held by members of staff are deeper indicators of an organisation's culture than either its values or artefacts. This reflects the way the company truly operates from its core.

The beliefs held by staff of the business include assumptions on how people should work with one another. These also include thoughts on behaviour and how they lead to workplace success or failure. As an example there are a wide range of opinions on remote working, from a business stance the company may view it as a positive notion but employees may have a favouring opinion on staff being present to communicate more effectively.

The staff of Monzo bank assumingly agree with its belief in trying to crack down on gambling protection which is a great idea for people who have an addiction to it. Monzo released a feature to allow its users to disable gambling transactions to give them more control over their spending.

Model Conclusion.

In summary the Monzo banking organisational culture conforms fantastically with Schein's Three Levels of Culture model(1992). The bank's artefacts, values and assumptions all combine to demonstrate its focus on modernising banking with giving more control to its users and creating a greater customer experience.

Innovation and Technology.

In 2023 technology and innovation have never been as prevalent as they are today with this steering the way for most modern companies and how they conduct their business. With Monzo their technology and innovation is continuously improving alongside fintech with upgrading security and encryption as well as making their interactive app as accessible as possible for a mass audience.

To gain a better understanding of how modern technology can improve upon Monzo banking and increase not only its revenue but its reflection upon customers and staff this case study will use the PESTLE model to break individual elements down to gain a better understanding of its properties.

PESTLE Model.

Wood(2023) states that the PESTLE model is an analysis that uses external market factors, including Political, Economic, Social, Technological, Legal and Environmental. This also looks into market trends that can potentially affect your organisation's direction, position within the marketplace and performance.

Political

Monzo desires to scrutinise how politics influences their operations, along with authorities regulation, monetary coverage, and financial balance. While some groups might also react swiftly to minor political modifications, Monzo's method appears to be conscious of diversifying its audience and promoting financial inclusion. By providing opportunities to individuals denied by way of conventional banks, Monzo is committed to empowering underserved groups with its mission statement.

Economics.

The financial aspect is paramount in Monzo's analysis as its core mission is to provide accessible financial services to all. In the context of the 2023 price of residing crisis, Monzo needs to cautiously navigate financially demanding situations and keep an eye on fluctuating interest costs and inflation.

These monetary factors may additionally impact a few clients' credit score rankings and potential to open debts, doubtlessly hindering economic inclusion.

Nonetheless, Monzo's primary cognizance stays on consisting of individuals from disadvantaged backgrounds. Additionally, with customers aiming to store amid

reduced money spending, Monzo ought to leverage this possibility to expand revolutionary budgeting answers, assuaging economic concerns for his or her clients.

Social.

Social factors extensively impact Monzo's consumer base, with a majority falling within the age bracket of 25-34 shown in [figure 1](#). This tech-savvy generation, having grown up with the evolving net era, reveals it is less difficult to get entry to and adopt virtual banking offerings like Monzo. Surprisingly, Monzo additionally draws users over 65 who have chosen it as their favoured bank. To cater to this various demographic, Monzo can concentrate on enhancing the accessibility of its online banking capabilities, ensuring that the app remains user-pleasant and intuitive for all age organisations.

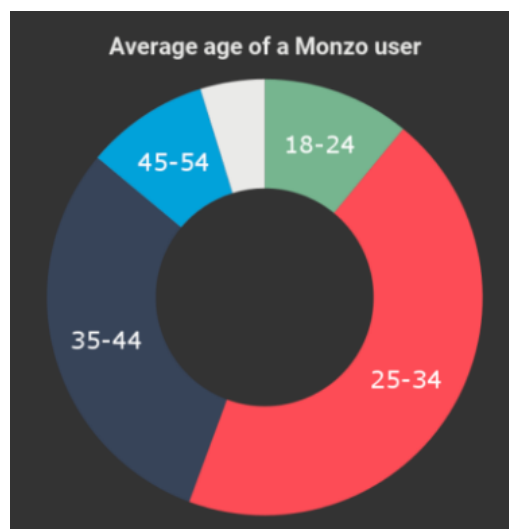


Figure 1: Monzo(2023)

Technological.


As touched on before Monzo closely monitors what is happening in the world of fintech in order to gain an edge over the competition. In September of 2022 Monzo were able to set up bacs payments meaning customers were able to now have their salary directly moved into their monzo account as well as have bills automatically paid which previously were not possible, Monzo (2023).

Legal.

Monzo bank carefully accesses legal factors that can be used in its favour. As a banking company, compliance with various financial regulations that the government put in place and customer protection laws are crucial when keeping the customer trusting in your business as well as maintaining credibility as a financial institution. With staying vigilant in the customer protection laws you can ensure your customers will be as protected as possible with the advancing security in the fintech world.

Environmental.

In terms of environmental factors to be considered, Monzo takes careful consideration of their implications on both their operations and reputation. Monzo being a responsible financial institute, they realise the importance of sustainable practices and scaling back their environmental impact. By gaining analytics and carefully evaluating them Monzo stated that they will go net zero 2050, in 2020 the organisation produced 10,473 tCO₂e which is low for a banking firm, Monzo (2023). Monzo are able to have a lower emission rate due to not having physical branches which use gas and electricity to stay open producing more emission.



Using the data from earlier Monzo actually publishes this data to the public to stay true to their objectives and be transparent with its customers as well as they do not invest into fossil fuel-based companies, arms or tobacco companies.

Self Reflection.

The initial assignment consisted of the class getting into groups of choice and selecting a company for a case study presentation, the details of the presentation was to dissect the business into different segments for elements we learned within the lectures such as it's organisational behaviour and using different analysis tools such as the SWOT analysis to see what it does well and what it could improve.

The business chosen within the group was Monzo bank, due to the group having jobs within the software and digital marketing sector the business made sense as it is closely associated with what we do in our day to day. On one hand the vibrancy of online marketing relates to the digital marketer within the group and the security and functionality aspects are connected to the software students.

The team were given individual roles based on what we found suited each individual the best, to find out this role we used the Belbin's team roles model.

Belbin's team roles

Belbins separates people into 3 main categories, thinking, action, people which allows you to create a balanced team which can bring different attributes which some people may lack but with the presence of one of each creates a strong team with no major weakness, Channel(2021). To break the model down even further each main category has 3 subcategories. Thinking has a monitor evaluator,

specialist and plant. Action has shaper, completer finisher and an implementer. People have coordinators, team workers and resource investigators. These are determined with a test which asks you a question and you're given a pool of points and between 9 answers you have to distribute these points, at the end you evaluate how many points are in each section which determines which role you are given.


Personally my role was completer finisher as I am someone who looks through instructions and is happy to go off and construct work. An area I lack is the social side which throughout the process of working within a team I was able to develop.

For the evaluation of myself and the team I see the Gibbs reflective cycle the most suited to looking into the different aspects of the journey. It breaks down the experience into feelings, evaluation, description, conclusion & action plan which can be seen in figure 2.



Figure 2: Stewart (no date)

Feelings.




Looking at this step my initial feelings were anxious about the presentation as I for one am not a fan of standing in front of people and speaking. Getting to actually working on the presentation I felt confident in my team as we were able to successfully balance workload and bounce ideas off each other on how we could improve the content and the visuals of the presentation so that the relevant information is conveyed without overloading it with text. Leading to the actual presentation I was a bit nervous again but going out with the team I created the presentation with I gained confidence as we all felt the same and at the end of the day it wasn't major if we stuttered over a few words we were able to get the correct information conveyed to our peers and deliver the presentation.

Evaluation.

The information within the slides were clear and concise and did not fill the page to the extent no one would be able to read it or get bored looking at it, the main information was reading off a script for myself as it allowed me to not turn back towards the screen and keep the audience focused. Looking back there are 2 points I know I could personally improve, creating the slides were easy but it would have been good to rehearse physically saying the words rather than waiting until the time of presentation. Another point would be to slow down the reading as I have noticed when nervous I will read through the content faster so it is no longer my time to speak.

Analysis.

This section allows us to make more sense of the situation by giving an honest opinion of what went well within the group and areas in which we could improve to make the presentation better. As a group we found we could communicate effectively with every team member joining in verbally and pitching ideas for the content of the webpage. In future presentations within this team an improvement



would be to rehearse to practise what order we would present in to create fluidity in our speech.

Action Plan + Conclusion.

From the experience of presenting I will take away the rushing of the speech as an improvement point to make sure it is improved within future projects to convey a point clearly. Another element to add to the action plan is to rehearse to have the practice of performing before the actual day. To conclude as a team I feel we worked efficiently together all contributing equally within the work and apparently equally the presentation, the only point we all really shared was to rehearse what we were going to say and what order it was to be said in.

Conclusion

From my anxious start to my confidence building presentation I believe that my ability to communicate in front of an audience has increased significantly, as well as developing knowledge of the inside atmosphere of a company such as Monzo. Within lecture I learned about using the Pestle and Steeple models to effectively break down a company to try and improve upon.

Monzo itself it's a modern business which paved the way for other banks to follow with it's fully online service with a crack down on gambling and green initiatives, but looking further into the company we were able to see that not everything is as bright as the colours portray with a lack of recent innovation allowing traditional banks to catch up.

To conclude this module has allowed me to understand a businesses behaviour and how staff within the organisation shape the company and how I can apply these skills to one day manage effectively within a business environment.

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